



Social Entrepreneurship in the Digital Age (SEDA301)

LECTURE 3



Social Enterprise Hybridity and Sustainable Social Impact

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MODULE 1: Social entrepreneurship and social enterprise as forces for change

Learning Pathway	Topics
Introduction to Key Concepts	<ul style="list-style-type: none"> Conceptualizing social entrepreneurship, social innovation and social enterprise
Drivers of Social Entrepreneurship	<ul style="list-style-type: none"> Hybridity and sustainable social impact Socio-political, economic, cultural and technological factors related to the growth of social entrepreneurship
The Diverse Nature of Social Enterprise	<ul style="list-style-type: none"> Diverse forms of social enterprise Social entrepreneurship in the Tasmanian, Australian and global contexts Guest lectures (Tasmanian-based social entrepreneurs)
Developing Innovative Solutions	<ul style="list-style-type: none"> Understanding social issues/needs in your local community How social entrepreneurs develop innovative ideas



Designing Sustainable Social Initiatives



Requires a **hybrid** mindset



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Defining Hybridity

Hybridity:

“the condition of being hybrid”

Hybrid:

“a noun used to describe “a thing made by combining two different elements; a mixture.”

(Oxford English Dictionary)



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A ‘Mixture’ of Objectives

Social benefit/environmental benefit objectives

- Committed to creation of social/environmental value for the **greater public good**
- Participation, inclusion, reciprocity

Commercial objectives

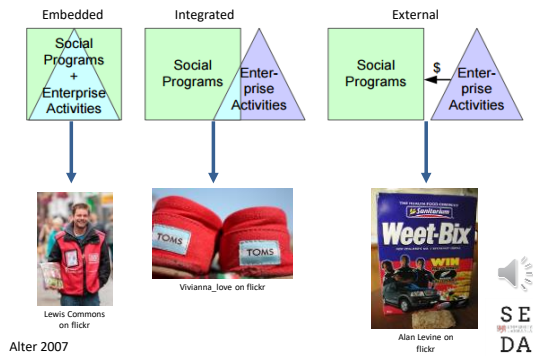
- Reflect values and practices of the marketplace
- Cost and task efficiency
- Profit maximisation

Social enterprise = ‘More than profit’ mentality



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Social Enterprise Mission Orientation



Tensions Arising from Hybridity

- External legitimacy
- Acquisition of financial capital
- Developing a 'hybrid' identity
- Effectiveness versus efficiency

These tensions may lead over time to **mission drift**

Battilana & Lee 2014



Navigating hybridity

- Workforce composition
- Organising structures and processes
- Incentives and control systems
- Governance
- Collaboration and partnership
- Participatory management



Take home messages

- Hybridity involves the act of balancing objectives consistent with a triple bottom line
- Social enterprises typically balance social objectives with commercial objectives
- It can be challenging to balance competing objectives – to have a hybrid mindset
- Entrepreneurs need to think about how they might navigate hybridity and structure their organisation and manage their employees to ensure success



References

- Alter, K 2007, *Social Enterprise Typology*, Virtue Ventures Washington, DC, viewed 1st March 2012, <<http://www.virtueventures.com/resources/setypology>>.
- Battilana, J & Dorado, S 2010, 'Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations', *Academy of Management Journal*, vol. 53, no. 6, pp. 1419-1440.
- Battilana, J & Lee, M 2014, 'Advancing Research on Hybrid Organizing – Insights from the Study of Social Enterprises', *The Academy of Management Annals*, vol. 8, no. 1, pp. 397-441.
- Battilana, J, Lee, M, Walker, J & Dorsey, C 2012, 'In Search of the Hybrid Ideal', *Stanford Social Innovation Review*, vol. 10, no. 3, pp. 51-55.